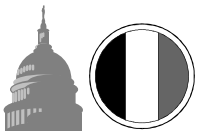


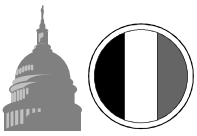
Guidelines for Staff Lead

CONGRESSIONAL TESTIMONY



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Notification

- Comes from OCLL by telephone and/or email
- 1-3 weeks notice; sometimes more.
- Date non-negotiable; includes tentative time, committee, subject.
- Initial details will be lacking.
- Only one of dozens of hearings on-going.
- Formal letter invite will come later.
- Sometimes letter invite provides more info.
- OCLL AO for hearing can provide good insights over time.

Prep Requirements

#1. Statement for the Record

- Absolutely the first and most important thing to start doing.
- Referred to as “RECORD VERSION.”
- It is not, repeat not, the witness’s oral “opening statement.”
- Start writing is immediately, even if don’t know what to say.
- Length unlimited; shorter better, double spaced (include bio).
- Statement represents witness’s views on subject of hearing.
- Is due to Committee 48 hours before hearing.
- Is due to OMB **5 Days prior** to committee due date.
- Required coordination: DA, OSA, OSD, OMB.
- Avoid resource numbers if possible.
- Cannot testify if statement not cleared by OMB.
- Statement will be used by Committee to generate questions.
- Draft by CG Speechwriter; approved by CG.
- Coordination at Pentagon by ACSOPS & TRADOC LNO.
- 50-150 copies required (OCLL & TDC LNO can assist).

#2. Initial IPR; follow-up IPRs at HQ

- Upon notification, witness’s team determines tasks/milestones.
- Meet with CG soonest (initial IPB/prep plans/guidance).
- Follow-up IPRs at HQ with CG as necessary.

#3 Coordination POCs

- Usual players are: OCLL, ARSTAF, Army Secretariat
HQ DCSs, ACSOPS, PAO
- For minimal confusion, stress that the only contact with OCLL be by ACSOPS or CPG/OCG.
- Primary Coordination Point at HQ: Lead DCS and ACSOPS.



#4 Building A Readahead Prep Book(s)

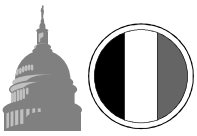
- DCS lead, with ACSOPS all other DCSs assist.
- DCSs provide functional input to lead DCS.
- CPG provides guidance/expertise regarding CG.
- Two prep books usually a smart thing to do:
 - One contains functional information related to hearing topic.
 - One contains general information on the hearing itself (IPB).
- Gathering IPB will go on literally up to the day before and day of the hearing.
- Sooner the Committee receives the Statement for the Record, sooner the specific IPB comes back.
- Wargaming questions you think they will ask is a good way to prep...what you would ask if you were doing the asking, and then what would you tell your CG to respond with?

#5 Pentagon Prep Session

- OCLL usually holds one on the day of or day before the hearing.
- Includes all Army witnesses.
- Includes last minute Qs & As from Committee.
- If HQ prep is good, this prep session goes smooth.

#6 Logistics Day of/Day Before Hearing

- Hearings start usually mid-morning or mid afternoon.
- Arriving at Pentagon the day before a morning hearing is best...gets you there; opportunity for DA prep.
- Arriving at Pentagon early the day of a p.m. hearing is okay depending on weather, travel mode, and DA prep session.
- Travel to Capitol Hill for the hearing is arranged by the aide ICW TRADOC LNO and OCLL.
- Want to arrive on Capitol Hill at least 30 minutes early.
- Want to be in the Committee Room at least 15-20 minutes early.
- Will return to Pentagon immediately after hearing.
- OCLL will escort witness(es) over.
- There are Army OCLL offices on both sides of Capitol Hill to assemble, stow gear/coats, etc., before going to the hearing room.
- RAH will provide draft "itinerary" for CG consideration.



#7 Post-Hearing Actions

- During hearing, witnesses can offer to provide or Members may ask for information “for the record.”
- Members will also “submit questions for the record.”
- These will be tasked through OCLL to the witness.
- Best “lead” on tasking, tracking inserts/QFRs in HQ is ACSOPS.
- DCS functional SMEs develop draft answers.
- There is a significant coordination requirement in Pentagon that can be accomplished by ACSOPS ICW TRADOC LNO.
- Transcript of Hearing may come in also...witness would get opportunity to do minor editing (of recent, transcripts have not been routinely provided; what is said at hearing is what is said).

What Will They Ask?

- Guessing what the Committee may ask is part of prep.
- Specific questions they will ask may be provided, but not too far ahead of time (maybe even less than one day).
- Many Members develop questions based on the CG’s “Statement for the Record” (RECORD VERSION).
- Anticipate last minute prep drills.

Our Questions?

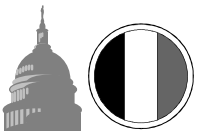
- Committee staff may ask through OCLL for a list of questions they could ask (or that we may want them to ask).
- Provides an opportunity to ensure we are asked something specific during the hearing, if we so desire.

Uniform

- Military: Class A
- Civilian: Coat and Tie

Attendance

- Seats for strap-hangers are limited.
- Recommend: CPG, Aide, One AO SME, ACSOPS.
- Too many backups leaves impression CG cannot stand on his own two feet.



Room Layout

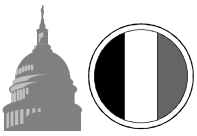
- Diagram available.
- Row behind witnesses is “second row.”
- Ask OCLL to reserve at least one seat for CG’s #1 backup.
- Other TRADOC attendees should sit in “public seating.”

Opening Statement (Oral)

- This is NOT the CG’s “Statement for the Record.”
- Should be brief (3-5 minutes max).
- Using note cards is okay.
- If preference is to do a briefing and/or a demonstration, approval from Committee is required ahead of time.
- Use of videos and demos are discouraged.
- Committee prefers short opening statements so Members can get to the Qs and As.
- Lengthy opening statements are a big turn off.
- If witness is still talking after 15 minutes, risks being cut off by Chairman.
- What to say in opening statement is beset decided by CG.
- Basically, in an opening 3-5 minute statement, witness should thank Committee Chairman for invitation to testify, express gratitude to be there, ask that the written “Statement for the Record” be accepted, take 2-3 minutes to give key points about the topic of the hearing, and close by telling the Chairman you look forward to questions.

Conduct of Hearing

- Members, staff, witnesses will mingle as start time for hearing approaches.
- Chairman and Ranking Minority Member will be there; other Members of Committee will either be there or join while hearing is in session.
- Chairman and Ranking Member will make opening statements.
- Chairman will then ask witness(es) to make opening statement.
- Qs and As begin after opening statements.
- Expect free flowing atmosphere.
- Expect disruptions (e.g., Members and staff will come and go during the hearing; hearing could be temporarily halted if Members are called to vote).
- Committee staff don’t normally ask questions, but will be passing notes to Members during hearing.



Media?

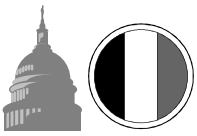
- Won't know until day of hearing if it will be on TV.
- Anticipate reporters will be in the hearing room.
- They may approach witness after the hearing.

OCLL Guidance

- Ask yourself "what am I trying to accomplish at this hearing."
- "Scouts out" for IPB.
- Make factually correct, easily understandable, timely and complete statement for the record.
- Know yourself...if you like big books with lots of data or prefer 3 x 5 cards...find what works and use it (see ACSOPS horse-blanket suggestion below).
- Choose main theme with 3-5 key supporting points on 3 x 5 card; keep referring to them (or horse-blanket suggestion below).
- Read newspaper the day of hearing. (Members may ask a question on a headline that has nothing to do with hearing.)
- Address Members of Congress as Sir or Ma'am.
- Beware of note passing by your backups.
- Watch your facial expressions (straphangers, too!).
- Don't guess; if don't know, say so and offer to get the information for the record.
- Don't get into a fight. Keep cool. Shouting won't help.
- Take your time; rushing never helps.
- Practice, practice, practice.

Horse-blanket

- Appearances/impressions important.
- One mini-horse-blanket, double sided, as a memory jogger allows witness to look confident and knowledgeable.
- This is only a suggestion. Witness needs to do what he/she is most comfortable with.



Tiger Team

- Lead for preparing CG to testify should be assigned to the DCS with purview over the subject of the hearing.
- DCS Principal or ADCS in charge, overall.
- An O6 or high grade civilian should be the DCS “project officer.”
- Lead DCS should immediately create a tiger team.
- All DCSs should assign a military and civilian to the tiger team.
- OCoS and OCG should designate a POC for the tiger team.
- Lead DCS should hold an Action Officer IPR within 24 hours of being notified of upcoming hearing.
- Critical requirement needing immediate attention is the CG’s Statement for the Record.

Lead DCS

- If HASC or SASC and subject is:
 - Readiness (DCST)
 - Base Operations (DCSBOS)
 - Training (DCST)
 - Materiel (DCSCD)
 - Transformation - Army (DCSCD)
 - Transformation - TRADOC (DCST)
 - MILCON/Infrastructure (DCSBOS)
- If HAC-Defense or SAC- Defense regardless of subject: DCSRM

TRADOC CoS

- Designate lead DCS.
- Hold pre-CG IPR(s) as necessary/time permitting.

ACSOPS

- Primary source of advice to staff and Command Group.
- Coordination POC between HQ and OCLL and Budget LNO.

Lead DCS

- Schedule and host CG, CoS, and action officer IPRs.
- Draft and finalize CG’s Statement for the Record.
- Task staff for prep material and prepare CG readahead.

DCSINT

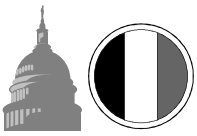
- Perform security review of CG’s Statement for the Record.

HQ Staff

- Support Lead DCS in developing prep material.
- Provide action officers for members of tiger team.

OCG

- Work CG logistics with ACSOPS and Lead DCS.



Milestones

- Based on 2 weeks notification of an invitation to testify.
- D-14: Notification received; CofS designates lead DCS.
DCS holds first IPR; establishes requirements/tasks.
Initial draft “Statement for the Record” begun immediately.
- D-13: Complete initial draft of Statement for the Record.
Begin preparing readahead prep books.
Conduct initial IPR with CG.
- D-12: Final draft SOR to CG for initial review.
- D-11: Complete initial readahead and functional book.
Redo SOR and return to CG for approval.
- D-10: Coordinate SOR with ARSTAF, OSA, OSD.
- D-8: Finalize readahead and prep books (may be incomplete).
Ensure SOR is cleared and sent to OMB by OCLL.
- D-6: Hold second IPR with CG.
- D-4: Finalize logistics plan; continue updating prep books.
- D-3: Obtain SOR from OMB (OCLL).
- D-2: Deliver SOR to Committee (OCLL).
- D-1: Final testimony prep, to include IPR at DA if advisable.
- D: Hearing